

# News Letter

## AMERICAN MANAGEMENT ASSOCIATION

20 Vesey Street

New York, N. Y.

---

No. 13

July 7, 1924

---

### NEW DIVISIONS

A Financial Executives Division has been organized to round out the usefulness of the Association. It was also thought expedient to change the name of the Plant Executives Division to Production Executives Division.

\* \* \*

### 1924 RESEARCH PROGRAM

#### 1. MEASURING PERSONNEL MANAGEMENT

The study of objective methods of measuring the effectiveness of a personnel program was initiated at a meeting of department store owners, and Dr. W. W. Charters, Director of the Research Bureau of Retail Training, University of Pittsburgh, is carrying on the work, which will be completed by August 1, 1924. Dr. Charters' time is contributed. The study covers methods used in industry, banks, insurance companies, department stores, and other business organizations.

#### 2. HOW CAN MANAGEMENT REGULARIZE EMPLOYMENT?

Mr. H. Feldman, Assistant Professor, Amos Tuck School of Dartmouth College, who was associated with Mr. Lewisohn on the President's Unemployment Conference, had begun a study of this subject. The Association has provided Mr. Feldman with travelling and other expenses by which he could finish his work after final investigation of the steps taken by several companies "on the spot." Mr. Feldman's time is contributed. The study will probably be completed during the summer of 1924, and covers methods actually used by companies such as Dennison Manufacturing Company, Hills Brothers Company, Walworth Manufacturing Company, Procter & Gamble Company, etc.

### 3. FIELD SALES FORCE ORGANIZATION

Mr. Theodore Sander of the Harvard Graduate School of Business Administration will, during the autumn and winter of 1924-25, make a thorough investigation of this subject under the direction of Dr. Harry R. Tosdal, Faculty Editor of the "Harvard Business Review" and Professor of Marketing in the Harvard Business School. The Association has appropriated funds for a fellowship for Mr. Sander. This study will cover the various types of field sales organizations and their adaptations to the marketing of different kinds of products.

### 4. SALARY ADMINISTRATION

Mr. Harold B. Bergen, of Henry L. Doherty & Company, Dr. Marion Bills, of the Life Insurance Sales Research Bureau, John Raasch, of H. A. Hopf & Company, Dr. F. A. Kingsbury, University of Chicago, J. Wilson Jones, Federal Reserve Bank of New York, and W. H. Vickers, Consolidated Gas, Electric Light & Power Company (Baltimore) are contributing their time on this study, funds being appropriated for certain clerical and other expenses. The study covers classification and grading of office jobs, salary standardization, and the methods followed in the administration of these standards. It will be completed before the end of the year.

### 5. FINANCIAL INCENTIVES FOR EMPLOYEES

A preliminary study of financial incentives in 1923 has led to this intensive investigation of the actual results achieved under various financial incentive plans in use in numerous companies. It will go into the question of clerical costs involved in such plans in terms of distribution of personnel required between different functions, as well as production results. Studies of compensation for salesmen and financial incentives for factory workers will appear separately. The Association is meeting the travelling and certain other expenses that are necessary if actual facts are to be secured from a sufficient number of representative companies. Mr. D. W. K. Peacock and Mr. C. S. Carney of the White Motor Company and Mr. Acheson Smith of the Acheson Graphite Company are making a large contribution of their time.

## NEW MEMBERS

Since May 7 the following new Research Sustaining and Company members have been elected:

### Research Sustaining

Hills Brothers Company, New York, N. Y.  
Kaufmann Department Stores, Inc., Pittsburgh, Pa.

### Company

American Kardex Company, Tonawanda, N. Y.  
Canadian National Railway Company, Montreal, Quebec.  
Erie Railroad Company, New York, N. Y.  
Lehigh Valley Railroad Company, New York, N. Y.

Since January 1st, 3 Research Sustaining members, 15 Company members, 343 Individual members and 15 Library members have been elected.

\* \* \*

## NEW OFFICERS

Incoming officers of the Association are:  
Vice-President in-charge-of Financial Executives' Division

L. F. Musil, Treasurer, Cities Service Company

Vice-President in-charge-of Office Executives' Division

M. B. Folsom, Assistant to the President, Eastman Kodak Company

Treasurer

H. B. Bergen, Manager of Personnel Department, Henry L. Doherty & Company

\* \* \*

## NEW DIRECTORS

Recently elected members of the Board of Directors are:

H. B. Bergen, Manager of Personnel Department, Henry L. Doherty & Company

Henry W. Cook, Vice-President, Northwestern National Life Insurance Company

Henry S. Dennison, President, Dennison Manufacturing Company

Dwight T. Farnham, Consulting Engineer

R. B. Flershem, General Manager Sales, American Radiator Company

Acheson Smith, Vice-President and General Manager, Acheson Graphite Company

W. J. Donald

\* \* \*

## BY-LAWS AMENDED

In the vote on amendments to the By-Laws, all changes were adopted. 275 ballots were cast, the majority of which were in favor of all revisions and in no case were more than thirteen votes recorded against an amendment.

## SOURCE MATERIAL DISTRIBUTED

The following documents contributed by various organizations have been distributed to members of the Association during the last two months:

### To Office Executives Division:

- The Telephone—Its Use During Office Hours. Source: Retail Credit Company.
- Preliminary Program for the Fifth Annual Conference of the National Association of Office Managers. Source: National Association of Office Managers.

### To Production Executives Division:

- The Principles Underlying Good Management, by Hugo Diemer. Source: The Engineering Magazine Company.
- Guaranteed Year Round Employment. Source: Procter and Gamble Distributing Company.

### To Research Sustaining and Company Members:

- The Principles Underlying Good Management, by Hugo Diemer. Source: The Engineering Magazine Company.
- Suggested Course on Industrial Relations and the Human Side of Engineering. Source: Industrial Service Movement, The International Committee of Young Men's Christian Associations.
- Bulletin No. 1. Co-operation Between Business and the Schools. Source: Pittsburgh Personnel Association.
- Report of Committee on Marketing, N. A. C. T. Source: American Management Association.
- Your Share in Better Housing. Source: The City Housing Corporation.
- The Budget System in Modern Management as Applied in the Doherty Organization. Source: Cities Service Company.
- Rewards of Service and Organization. Source: Fuller Brush Company.
- Opportunity and Success. Source: Fuller Brush Company.
- First Annual Commencement of the American Rolling Mill Training Department and a Description of the Training Program. Source: American Rolling Mill Company.

### To All Members:

- Making Savers Out of Spenders, by Roy F. Bergengren. Source: Credit Union National Extension Bureau.
- Opportunity and Success. Source: Fuller Brush Company.
- Rewards of Service and Organization. Source: Fuller Brush Company.
- The Budget System in Modern Management as Applied in the Doherty Organization. Source: Cities Service Company.
- Your Share in Better Housing. Source: City Housing Corporation.
- First Annual Commencement of the American Rolling Mill Training Department and a Description of the Training Program. Source: American Rolling Mill Company.

